



Finance Department Business Plan

Fiscal Years: 2016 and 2017

(10/1/2015 through 9/30/2017)

Approved by:

A handwritten signature in blue ink, reading "Blanca Padron", written over a horizontal line.

Blanca Padron,
Deputy Finance Director

A handwritten signature in blue ink, reading "Edward Marquez", written over a horizontal line.

Edward Marquez,
Deputy Mayor/Finance Director

Plan Date: **February 08, 2015**



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BUSINESS PLAN REPORT

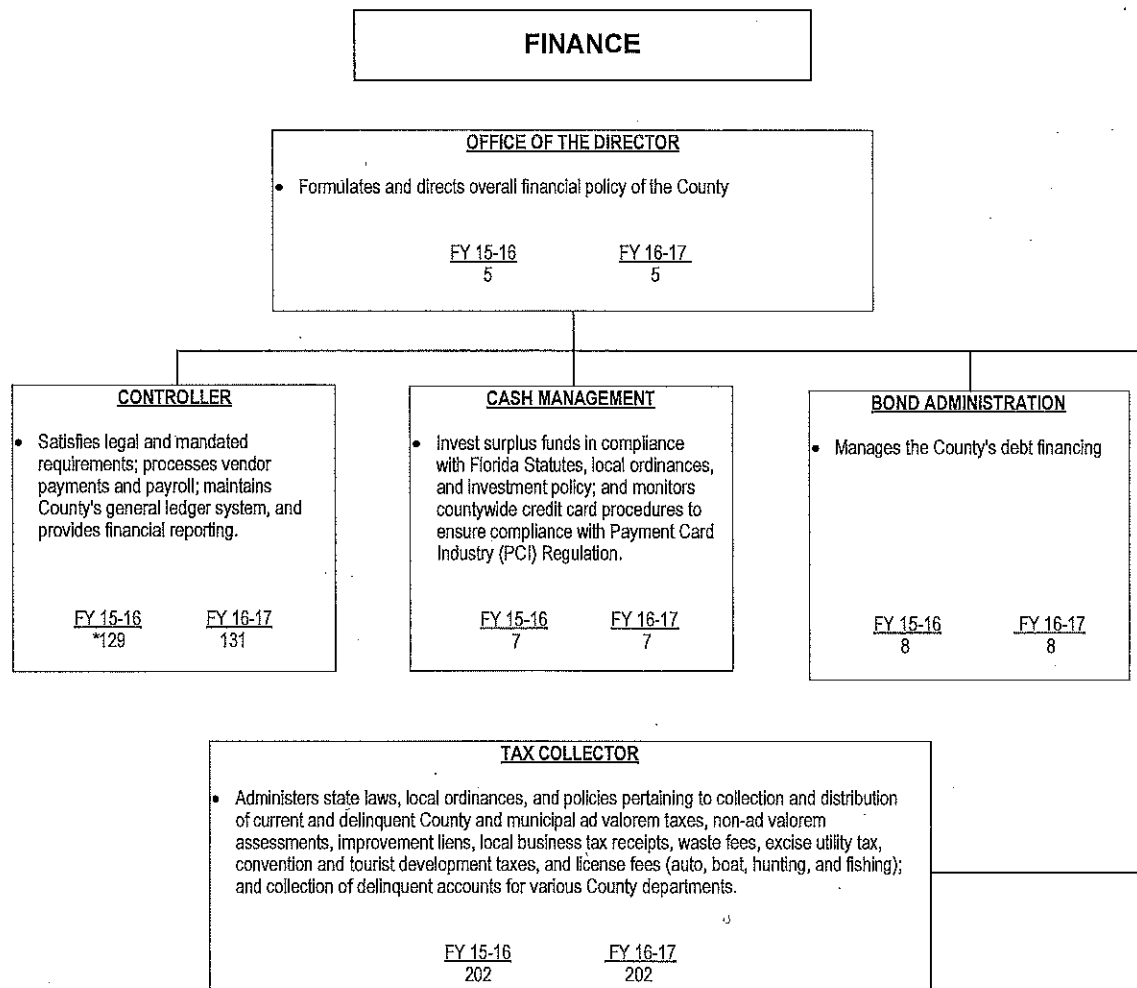


DEPARTMENT OVERVIEW

Department Mission

The Finance Department delivers accurate financial services for sound management decision-making and is responsible for centralized accounting, cash management, financial and debt management services, tax collection and distribution, and the collection of delinquent accounts for various County departments.

Table of Organization



* The FY 2015-16 Adopted Budget had a scrivener's error in the Controller Division that omitted one FTE. The total FTE count in FY 2015-16 should have equaled 130.

The FY 2016-17 total number of full-time equivalent positions is 361 FTEs

Strategic Alignment Summary

General Government:

- Friendly Government- continue to enhance self-service for the community on the web and in person by expanding our electronic services.
- Efficient and effective service delivery through technology- modernize legacy accounting system through the implementation of the Enterprise Resource Planning (ERP); and increase the percentage of employees receiving electronic pay stubs by implementation of the Debit Card program.
- Effective management practices- provide sound financial and risk management: continue to review and strengthen internal controls and procedures. Implement new Payment Card Industry (PCI) 3.1 compliance requirements whereby the risks and requirements are becoming more complex for certifications (FY16 and beyond).
- Excellent, engaged workforce- increase employee training, cross training, and ensure transfer of knowledge for key positions retiring due to DROP program. Increase staffing to address service levels, changes in business processes, and technology.
- Green Government- continue to expand the use of electronic storage through Invoice Workflow Application (IWA), and other sources, and expand on the usage of electronic forms and signatures.

Our Customer

The Finance Department provides services to internal and external customers countywide. Customer, customer groups, and market segments needs are identified and determined by Federal, State, and County statutory mandates. The main focus is to provide service to the public and work with other departments or external customers (Banks, IRS, State Agencies, Auditors, etc.) to aid in providing these services.

In addition, the Finance department coordinates with various County departments during the normal course of business some of these include:

1. Information Technology Department (ITD) – financial systems support (across the Finance Department and countywide departments)
2. County Attorney's Office (CAO) – legal support (across the Finance Department and countywide departments)
3. Property Appraiser's Office (PA)– Annual Tax Roll (Tax Collector's Division)
4. Clerk of the Courts (COC) – Tax Deed Sales, Tax Collector's Division tax payments, Controller's Division, and Cash Management Division for the Investment Advisory Committee.
5. Internal Services Department (ISD) - Procurement Management Division – support for procurement processes (across the Finance Department and countywide departments); Printing tax bills and facilities management (across the Finance Department).
6. Human Resources Department (HR) – payroll process, recruitment, retention, labor management, and succession planning (across the Finance Department and countywide departments)
7. Communications - 311 Answer Center, Web Portal (across the Finance Department)



Departmental Business Plan and Outlook
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8. Office of Management and Budget (OMB) – support for rating presentations and budget appropriations (across the Finance Department and countywide departments)

KEY ISSUES

1. Replacement of legacy systems with cohesive, standardized countywide financial systems and improved electronic processes

The Finance Department is continuing to work with the Information Technology Department, the Internal Services Department, Human Resources Department, and the Office of Budget and Management in the overall Enterprise Resource Planning (ERP) implementation strategy that will leverage the investment that the County has made in the Oracle PeopleSoft products. The RFP solicitations for a consulting firm to assist the County with the implementation are being reviewed by several committees, including the Finance Committee headed by the Controller's Division to include the following modules; Asset Management, Accounts Payable, Accounts Receivable, Billing, Bank Reconciliation, Cash Management, Debt Management, General Ledger, Grants Management, Project Costing, Risk Management, and Inventory. The RFP solicitation for implementation are expected to be awarded in fiscal year 2016.

The Finance Department is focusing on implementing several key technological projects as steps towards the ERP implementation in order to enhance the electronic services to our customers. These steps, resulting in expanded use of technology and a review of our current Business Processes, will aid to streamline workflow, improve processing cycles, and reduce/eliminate paper files. Additionally, continue the deployment of the Accounts Payable (AP) Imaging Workflow Application (IWA) into Phase II with an expected countywide rollout of IWA by the end of fiscal year 2017.

2. Economic and financial market uncertainties

The Fed finally raised the overnight interest rate target on December 16, 2016 seven years to the day that it had lowered the overnight target to a range of 0.00% to 0.25%. Because protection of principal is a primary objective when investing taxpayer funds, county purchases are limited to short, safe, fixed income investments. This means county investment earnings have been heavily influenced by the Fed's zero rate policy.

The expected shift in Fed policy should translate into more investment income, although it is expected to be a gradual process. The most recent economist survey suggest the overnight target will be pushed higher every three to four months in quarter point (0.25%) increments, reaching 1.00% by the fourth quarter of 2016 and 1.50% by the summer of 2017. As overall market rates rise, the county should have the opportunity to invest new funds and reinvest maturing proceeds at increasingly higher rates of interest.

Although the Fed target rate is expected to rise, actually finding permitted securities to purchase could be a challenge. The shrinking federal deficit means less Treasury issuance, while the impact of SEC money market reform taking effect in October 2016, will greatly increase the demand for government securities at the same time available supply is falling.

3. Succession Planning, Staffing, and Training

We have been proactively managing our succession plan for the Department as we are in the process of mitigating the skill gaps to ensure transfer of knowledge as a number of our key personnel are in the Deferred Retirement Option Program (DROP) or are eligible to retire within the next five years. We offer cross-training and rotation opportunities, but for key positions the

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learning curve is steep. The successful recruitment and hiring of competent personnel minimizes the impact to our daily business processes, and our ability to deliver excellent services.

Personnel resources are being identified with the upcoming ERP project and personnel backfill is imminent. The ERP Project Team started to be phased in and is on-going. It is becoming difficult to find the competent workforce with the skills having specialized experience at current pay rates.

Current staffing levels are lean and will continue to impact our daily operations and will affect the speed of services provided, limit our ability to produce revenues, implementation of systems, and technology upgrades.

Training has also become essential to ensure that current personnel remains abreast of changes in the financial sector impacting our services. In addition, it is essential that current staff is trained to provide them with the skill levels for the changes in technology that will be brought with the new ERP system.

4. External Requirements

The Finance Department has to ensure compliance with regulatory agencies. Changes in the financial markets requiring additional controls for the services we provide require us to be responsive. Finance needs to keep abreast of changes in GASB, SEC, IRS, PCI, Red Flag, and other such regulations. In addition, as a credit card merchant, Miami Dade County (MDC) is required to complete an annual Payment Card Industry Questionnaire and Attestation of compliance form for the services we are providing to our customers. The complexity and the requirements for completing the PCI forms have increased as the industry standards have changed and will continue to change as our transaction volume increases. Currently MDC processes Credit Card transactions in 25 departments, using 150 Merchant Identification Numbers (MID) using different portal types, and of those MID's, 100 are for manual swipe machines.

PRIORITY INITIATIVES

Many of the Finance Department's projects scheduled to take place in FY 2015-16 will extend into FY 2016-17 as well. Some of the key projects include:

1. Support a Countywide financial management system. Continue implementation of Accounts Payable document imaging workflow system. Enhancements to tax systems, implementation of Phase 2 of Check 21 in the Auto Tax section eliminating the need to transfer physical checks through capture and submission of electronic data. Improvements to the Credit and Collections customer online reports.
2. Work closely with ITD, OMB, HR, and ISD departments, to award RFP for integration and implementation of ERP System.
3. Implement e-Payables and debit card programs. This implementation will provide additional payment options to vendors and streamline some of the payroll payment processes and potentially generate additional funds for the County.
4. Assess other methods of converting financial physical files into electronic folders and establish an electronic library for the Controller and Tax Collector Divisions and convert the Bond Administration legal documents into an electronic database. Implement policy to adopt electronic signature across Finance (e.g., payable forms) (FY16)

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5. Staying abreast of external reporting requirements; GASB, SEC, IRS, PCI, Red Flag, etc. Implement new PCI 3.1 compliance requirements whereby the risks and requirements are becoming more complex for future certifications (FY 16 and beyond).
6. Review manual processes across divisions, business process reviews. (Fast Payment Processing Six Sigma) (FY16 and beyond).
7. Acquire new phone system for the Credit and Collections and Auto Tag Customer Relations Units to aid in revenue collections.
8. Continue debt issuances as needed for approved projects and make all debt service payments. Create a Post Compliance Policy and establish methods to track Post Compliance in conjunction with the CAO's office.
9. Meet with county executive and department executive staff along with the financial advisors to highlight strengths and weaknesses in bond ratings.
10. Review business processes and increase employee training in order to ensure transfer of knowledge and address changes in technology.

FUTURE OUTLOOK

The Finance Department will be focusing on completing several key projects resulting in expanding the use of technology and services provided to our internal and external customers.

The new ERP Solution is expected to deploy "best practices" of the latest application release functionality, including self-service functionality for employees/vendors/constituents, and automated workflows for approvals and process efficiency. ERP will become the system of record/functionality for Human Resources, Procurement, Finance, Budgeting, and Reporting for the County. This multi-year project will include application architecting, business process design, application modification where required to meet business needs, implementation, configuration, testing, planning, data migration, documentation, training, development of required interfaces programs, change management, and subsequent post go-live support.

The focus of the service enhancements and technology upgrades makes the Finance Department's recruitment strategies for future years much more critical as we continue to proactively manage our staffing levels and succession plan. We are in constant skill gap review and mitigation-mode when vacancies occur, expanding the breadth and depth of the talent within the Department as possible when we fill positions. In order to try to mitigate some of this impact, we have implemented training programs and are requesting overages to backfill and ensure proper transfer of knowledge in key sections.

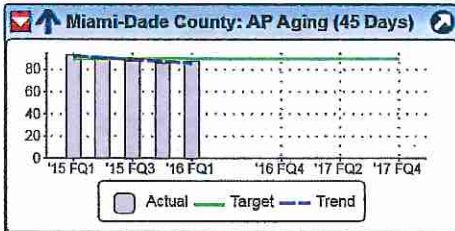
Business Plan Report - Finance Department

Scorecard	Description				Owners
Finance Department					Padron, Blanca (FIN)
Customer					
Objective	Description				Owners
Monitor and report timely payment of invoices					Padron, Blanca (FIN); Diaz, Dania (FIN)
Grandparent Objectives	Description				Owners
ED4 Entrepreneurial development opportunities within Miami-Dade County					Miami-Dade County
Parent Objectives	Description				Owners
ED4-2 Create a business friendly environment					Miami-Dade County
Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Miami-Dade County: AP Aging (30 Days)	'16 FQ1	68.67% 44,141.00 / 64,278.00	70.00%	-1.33%	Jimenez, Luis (FIN); Latchman, Chandrapattie (FIN)
Child Measures	Period	Actual	Target	Variance	Owners
Animal Services: AP Aging (30 Days)	'16 FQ1	85.01% (607.00 / 714.00)	70.00%	15.01%	Latchman, Chandrapattie (FIN); Jimenez, Luis (FIN)
Audit & Management: AP Aging (30 Days)	'16 FQ1	75.00% (3.00 / 4.00)	70.00%	5.00%	Jimenez, Luis (FIN); Latchman, Chandrapattie (FIN)
Community Action & Human Serv: AP Aging (30 Days)	'16 FQ1	89.88% (2,905.00 / 3,232.00)	70.00%	19.88%	Latchman, Chandrapattie (FIN); Jimenez, Luis (FIN)
Communications: AP Aging (30 Days)	'16 FQ1	94.33% (283.00 / 300.00)	70.00%	24.33%	Latchman, Chandrapattie (FIN); Jimenez, Luis (FIN)
Corrections & Rehabilitation: AP Aging (30 Days)	'16 FQ1	72.11% (1,999.00 / 2,772.00)	70.00%	2.11%	Latchman, Chandrapattie (FIN); Jimenez, Luis (FIN)
Cultural Affairs: AP Aging (30 Days)	'16 FQ1	87.86% (738.00 / 840.00)	70.00%	17.86%	Latchman, Chandrapattie (FIN); Jimenez, Luis (FIN)
Elections: AP Aging (30 Days)	'16 FQ1	92.88% (248.00 / 267.00)	70.00%	22.88%	Jimenez, Luis (FIN); Latchman, Chandrapattie (FIN)
Finance: AP Aging (30 Days)	'16 FQ1	94.27% (691.00 / 733.00)	70.00%	24.27%	Latchman, Chandrapattie (FIN); Jimenez, Luis (FIN)
Fire Rescue: AP Aging (30 Days)	'16 FQ1	64.43% (2,505.00 / 3,888.00)	70.00%	-5.57%	Jimenez, Luis (FIN); Latchman, Chandrapattie (FIN)
Human Resources: AP Aging (30 Days)	'16 FQ1	82.66% (267.00 / 323.00)	70.00%	12.66%	Jimenez, Luis (FIN); Latchman, Chandrapattie (FIN)
Information Technology: AP Aging (30 Days)	'16 FQ1	77.93% (1,165.00 / 1,495.00)	70.00%	7.93%	Jimenez, Luis (FIN); Latchman, Chandrapattie (FIN)

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Business Plan Report - Finance Department

Internal Services: AP Aging (30 Days)		'16 FQ1	51.57% (8,920.00 / 17,298.00)	70.00%	-18.43%	Jimenez, Luis (FIN); Latchman, Chandrapattie (FIN)
Library: AP Aging (30 Days)		'16 FQ1	53.86% (614.00 / 1,140.00)	70.00%	-16.14%	Jimenez, Luis (FIN); Latchman, Chandrapattie (FIN)
Medical Examiner: AP Aging (30 Days)		'16 FQ1	95.53% (197.00 / 206.00)	70.00%	25.53%	Latchman, Chandrapattie (FIN); Jimenez, Luis (FIN)
Metropolitan Planning Organization: AP Aging (30 Days)		'16 FQ1	97.87% (46.00 / 47.00)	70.00%	27.87%	Latchman, Chandrapattie (FIN); Jimenez, Luis (FIN)
Office of Management & Budget: AP Aging (30 Days)		'16 FQ1	88.14% (1,651.00 / 2,100.00)	70.00%	18.14%	Latchman, Chandrapattie (FIN); Jimenez, Luis (FIN)
Parks & Recreation: AP Aging (30 Days)		'16 FQ1	54.85% (5,046.00 / 9,199.00)	70.00%	-15.15%	Latchman, Chandrapattie (FIN); Jimenez, Luis (FIN)
Police : AP Aging (30 Days)		'16 FQ1	86.23% (1,472.00 / 1,707.00)	70.00%	16.23%	Jimenez, Luis (FIN); Latchman, Chandrapattie (FIN)
Pub Works & Waste Management: AP Aging (30 Days)		'16 FQ1	84.67% (3,252.00 / 3,841.00)	70.00%	14.67%	Latchman, Chandrapattie (FIN); Jimenez, Luis (FIN)
Public Housing & Community Development: AP Aging (30 Days)		'16 FQ1	50.00% (1.00 / 2.00)	70.00%	-20.00%	Jimenez, Luis (FIN); Latchman, Chandrapattie (FIN)
Regulatory & Economic Resources: AP Aging (30 Days)		'16 FQ1	92.65% (1,575.00 / 1,700.00)	70.00%	22.65%	Latchman, Chandrapattie (FIN); Jimenez, Luis (FIN)
Seaport: AP Aging (30 Days)		'16 FQ1	81.53% (1,108.00 / 1,359.00)	70.00%	11.53%	Jimenez, Luis (FIN); Latchman, Chandrapattie (FIN)
Transit: AP Aging (30 Days)		'16 FQ1	70.90% (5,035.00 / 7,103.00)	70.00%	0.90%	Latchman, Chandrapattie (FIN); Jimenez, Luis (FIN)
All Other: AP Aging (30 Days)		'16 FQ1	90.17% (3,550.00 / 3,937.00)	70.00%	20.17%	Jimenez, Luis (FIN); Latchman, Chandrapattie (FIN)
Accounts Payable (Vouchers)		'16 FQ1	207,100	n/a	n/a	Jimenez, Luis (FIN); Latchman, Chandrapattie (FIN)
Miami-Dade County: AP Aging (45 Days)		'16 FQ1	87.69% 56,364.00 / 64,278.00	90.00%	-2.31%	Jimenez, Luis (FIN); Latchman, Chandrapattie (FIN)



Child Measures		Period	Actual	Target	Variance	Owners
Finance: AP Aging (45 Days)		'16 FQ1	99.18% (727.00 / 733.00)	90.00%	9.18%	Latchman, Chandrapattie (FIN); Jimenez, Luis (FIN)
Animal Services: AP Aging (45 Days)		'16 FQ1	98.88% (706.00 / 714.00)	90.00%	8.88%	Latchman, Chandrapattie (FIN); Jimenez, Luis (FIN)
Audit & Management: AP Aging (45 Days)		'16 FQ1	100.00% (4.00 / 4.00)	90.00%	10.00%	Latchman, Chandrapattie (FIN); Jimenez, Luis (FIN)
Community Action & Human Serv: AP Aging (45 Days)		'16 FQ1	97.37% (3,147.00 / 3,232.00)	90.00%	7.37%	Latchman, Chandrapattie (FIN); Jimenez, Luis (FIN)

Business Plan Report - Finance Department

Communications: AP Aging (45 Days)		'16 FQ1	98.67% (296.00 / 300.00)	90.00%	8.67% Jimenez, Luis (FIN); Latchman, Chandrapattie (FIN)
Corrections & Rehabilitation: AP Aging (45 Days)		'16 FQ1	91.23% (2,529.00 / 2,772.00)	90.00%	1.23% Jimenez, Luis (FIN); Latchman, Chandrapattie (FIN)
Cultural Affairs: AP Aging (45 Days)		'16 FQ1	95.12% (799.00 / 840.00)	90.00%	5.12% Jimenez, Luis (FIN); Latchman, Chandrapattie (FIN)
Elections: AP Aging (45 Days)		'16 FQ1	99.25% (265.00 / 267.00)	90.00%	9.25% Latchman, Chandrapattie (FIN); Jimenez, Luis (FIN)
Human Resources: AP Aging (45 Days)		'16 FQ1	94.12% (304.00 / 323.00)	90.00%	4.12% Jimenez, Luis (FIN); Latchman, Chandrapattie (FIN)
Information Technology: AP Aging (45 Days)		'16 FQ1	95.52% (1,428.00 / 1,495.00)	90.00%	5.52% Latchman, Chandrapattie (FIN); Jimenez, Luis (FIN)
Internal Services: AP Aging (45 Days)		'16 FQ1	83.51% 14,446.00 / 17,298.00	90.00%	-6.49% Jimenez, Luis (FIN); Latchman, Chandrapattie (FIN)
Juvenile Services: AP Aging (45 Days)		'16 FQ1	100.00% (95.00 / 95.00)	90.00%	10.00% Latchman, Chandrapattie (FIN); Jimenez, Luis (FIN)
Library: AP Aging (45 Days)		'16 FQ1	79.65% (908.00 / 1,140.00)	90.00%	-10.35% Latchman, Chandrapattie (FIN); Jimenez, Luis (FIN)
Medical Examiner: AP Aging (45 Days)		'16 FQ1	99.51% (205.00 / 206.00)	90.00%	9.51% Jimenez, Luis (FIN); Latchman, Chandrapattie (FIN)
Metropolitan Planning Organization: AP Aging (45 Days)		'16 FQ1	100.00% (47.00 / 47.00)	90.00%	10.00% Latchman, Chandrapattie (FIN); Jimenez, Luis (FIN)
Office of Management & Budget: AP Aging (45 Days)		'16 FQ1	97.29% (2,043.00 / 2,100.00)	90.00%	7.29% Latchman, Chandrapattie (FIN); Jimenez, Luis (FIN)
Parks & Recreation: AP Aging (45 Days)		'16 FQ1	72.70% (6,688.00 / 9,199.00)	90.00%	-17.30% Jimenez, Luis (FIN); Latchman, Chandrapattie (FIN)
Police : AP Aging (45 Days)		'16 FQ1	97.72% (1,668.00 / 1,707.00)	90.00%	7.72% Latchman, Chandrapattie (FIN); Jimenez, Luis (FIN)
Pub Works & Waste Management: AP Aging (45 Days)		'16 FQ1	96.20% (3,695.00 / 3,841.00)	90.00%	6.20% Jimenez, Luis (FIN); Latchman, Chandrapattie (FIN)
Public Housing & Community Development: AP Aging (45 Days)		'16 FQ1	100.00% (2.00 / 2.00)	90.00%	10.00% Latchman, Chandrapattie (FIN); Jimenez, Luis (FIN)
Regulatory & Economic Resources: AP Aging (45 Days)		'16 FQ1	99.76% (1,696.00 / 1,700.00)	90.00%	9.76% Jimenez, Luis (FIN); Latchman, Chandrapattie (FIN)
Seaport: AP Aging (45 Days)		'16 FQ1	95.07% (1,292.00 / 1,359.00)	90.00%	5.07% Jimenez, Luis (FIN); Latchman, Chandrapattie (FIN)
Transit: AP Aging (45 Days)		'16 FQ1	87.89% (6,243.00 / 7,103.00)	90.00%	-2.11% Jimenez, Luis (FIN); Latchman, Chandrapattie (FIN)
All Other: AP Aging (45 Days)		'16 FQ1	96.52% (3,800.00 / 3,937.00)	90.00%	6.52% Jimenez, Luis (FIN); Latchman, Chandrapattie (FIN)
Accounts Payable (Vouchers)		'16 FQ1	207,100	n/a	n/a Jimenez, Luis (FIN); Latchman, Chandrapattie (FIN)

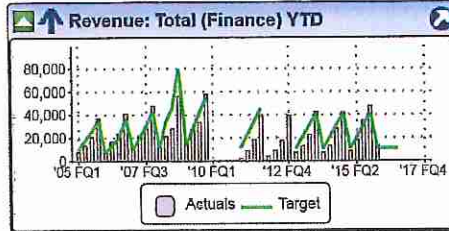
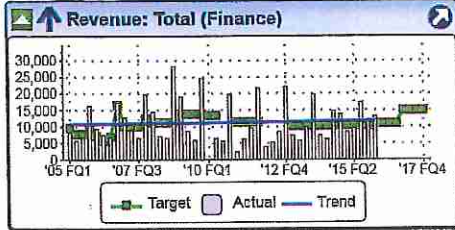
Financial

Objective	Description	Owners
Meet Budget Targets (Finance)		Padron, Blanca (FIN); Diaz, Danla (FIN)

Business Plan Report - Finance Department

Grandparent Objectives		Description	Owners			
GG4-2 Effectively allocate resources to meet current and future operating and capital needs			Miami-Dade County			
zz_2003_Planned necessary resources to meet current and future operating and capital needs (priority outcome)		Planned necessary resources to meet current and future operating and capital needs	Admin, Admin			
Parent Objectives		Description	Owners			
Meet Budget Targets - Archived			Office of Management and Budget			
Meet Budget Targets (All Miami-Dade County)		This is the parent objectives to all departmental "Meet Budget Targets" objective. This is the child objective to the County's Strategic Plan Objective, "GG4-2: Effectively allocate and utilize resources to meet current and future operating and capital needs."	Moon, Jennifer (OMB)			
Measures Linked to Objective		Period	Actual	Target	Variance	Owners
Expen: Total (Finance) (Annual budget divided by quarters)		'16 FQ1	\$9,353K	\$11,011K	\$1,658K	Cam, Peter (FIN); Padron, Blanca (FIN)
<div><div><p>Expen: Total (Finance)</p></div><div><p>Expen: Total (Finance) YTD</p></div></div>						
Child Measures		Period	Actual	Target	Variance	Owners
Expenditure: Personnel Costs (FIN)		'16 FQ1	\$7,358K	\$7,465K	n/a	Rizzo, Madelin (FIN); Padron, Blanca (FIN)
Expenditure: Other Operating (FIN)		'16 FQ1	\$1,264K	\$1,409K	n/a	Rizzo, Madelin (FIN); Padron, Blanca (FIN)
Expenditure: Capital (FIN)		'16 FQ1	\$35K	\$58K	\$23K	Padron, Blanca (FIN); Rizzo, Madelin (FIN)
Expenditure: Charges for County Services (FIN)		'16 FQ1	\$462K	\$683K	n/a	Rizzo, Madelin (FIN); Padron, Blanca (FIN)
Expenditure: Court Costs (FIN)		'16 FQ1	\$3K	\$4K	n/a	Rizzo, Madelin (FIN); Padron, Blanca (FIN)
Expenditure: Contractual Services (FIN)		'16 FQ1	\$231K	\$390K	n/a	Rizzo, Madelin (FIN); Padron, Blanca (FIN)
Expenditure: Debt Service (FIN)		'16 FQ1	\$0K	\$0K	n/a	Rizzo, Madelin (FIN); Padron, Blanca (FIN)
Expenditure: Distribution of Funds in Trust (FIN)		'16 FQ1	\$0K	\$0K	n/a	Rizzo, Madelin (FIN); Padron, Blanca (FIN)
Expenditure: Depreciation, Amortization, Depletion (FIN)		'16 FQ1	\$0K	\$0K	n/a	Rizzo, Madelin (FIN); Padron, Blanca (FIN)
Expenditure: Grants to Outside Organizations (FIN)		'16 FQ1	\$0K	\$0K	n/a	Rizzo, Madelin (FIN); Padron, Blanca (FIN)
Expenditure: Intradepartmental Transfers (FIN)		'16 FQ1	\$0K	\$144K	n/a	Rizzo, Madelin (FIN); Padron, Blanca (FIN)
Expenditure: Reserves (FIN)		'16 FQ1	\$0K	\$0K	n/a	Rizzo, Madelin (FIN); Padron, Blanca (FIN)
Expenditure: Transfers Out (FIN)		'16 FQ1	\$0K	\$858K	n/a	Rizzo, Madelin (FIN); Padron, Blanca (FIN)
Revenue: Total (Finance) (Annual budget divided by quarters)		'16 FQ1	\$13,155K	\$11,011K	\$2,144K	Cam, Peter (FIN); Rizzo, Madelin (FIN); Padron, Blanca (FIN)

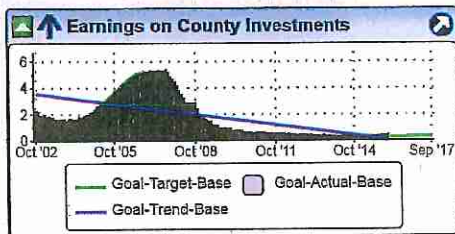
Business Plan Report - Finance Department



Child Measures	Period	Actual	Target	Variance	Owners
Revenue: Carryover (FIN)	'16 FQ1	\$6,793K	\$549K	\$6,244K	Rizzo, Madelin (FIN); Padron, Blanca (FIN)
Revenue: General Fund (FIN)	'16 FQ1	\$0K	\$0K	\$0K	Rizzo, Madelin (FIN); Padron, Blanca (FIN)
Revenue: Proprietary (FIN)	'16 FQ1	\$6,362K	\$10,222K	\$-3,860K	Rizzo, Madelin (FIN); Padron, Blanca (FIN)
Revenue: Federal (FIN)	'16 FQ1	\$0K	\$96K	\$-96K	Rizzo, Madelin (FIN); Padron, Blanca (FIN)
Revenue: State (FIN)	'16 FQ1	\$0K	\$0K	\$0K	Rizzo, Madelin (FIN); Padron, Blanca (FIN)
Revenue: Interagency/Intradepartmental (FIN)	'16 FQ1	\$0K	\$144K	\$-144K	Rizzo, Madelin (FIN); Padron, Blanca (FIN)

Objective	Description	Owners
Sound asset management and financial investment strategies - Cash Management		Gomez, Mariela (FIN); Padron, Blanca (FIN)

Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Maximize Earnings on County Investments (target to surpass 180-Day Avg. Return of T-Bill)	Jan '16	0.45%	0.28%	0.17%	Hill, Christopher (FIN); Gomez, Mariela (FIN); Torres, Maria (FIN); Arango, Andres (FIN)




Child Measures	Period	Actual	Target	Variance	Owners
Investment Return: 180-Day Avg. Return of T-Bill	Jan '16	n/a	0.28%	n/a	Hill, Christopher (FIN); Gomez, Mariela (FIN); Torres, Maria (FIN)
Investment Return: Florida SBA Pool	Jan '16	n/a	0.48%	n/a	Hill, Christopher (FIN); Gomez, Mariela (FIN); Torres, Maria (FIN)
Compliance with Investment Policy and Guidelines	'16 FQ1	100%	100%	0%	Hill, Christopher (FIN); Gomez, Mariela (FIN); Torres, Maria (FIN); Arango, Andres (FIN)

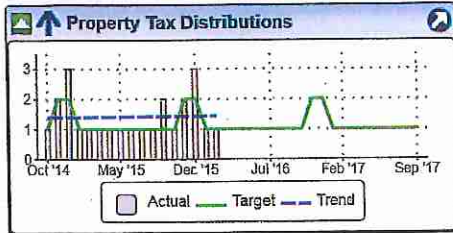
Business Plan Report - Finance Department



Child Measures	Period	Actual	Target	Variance	Owners
Treasuries - Cash Management	'16 FQ1	1%	n/a	n/a	Hill, Christopher (FIN); Gomez, Mariela (FIN); Torres, Maria (FIN); Arango, Andres (FIN)
Agencies - Cash Management	'16 FQ1	94%	n/a	n/a	Hill, Christopher (FIN); Gomez, Mariela (FIN); Torres, Maria (FIN); Arango, Andres (FIN)
Commercial Paper - Cash Management	'16 FQ1	3%	n/a	n/a	Hill, Christopher (FIN); Gomez, Mariela (FIN); Torres, Maria (FIN); Arango, Andres (FIN)
Banker's Acceptance - Cash Management	'16 FQ1	0%	n/a	n/a	Hill, Christopher (FIN); Gomez, Mariela (FIN); Torres, Maria (FIN); Arango, Andres (FIN)
Time Deposits - Cash Management	'16 FQ1	0%	n/a	n/a	Hill, Christopher (FIN); Gomez, Mariela (FIN); Torres, Maria (FIN); Arango, Andres (FIN)
SBA/Investment Pools - Cash Management	'16 FQ1	0%	n/a	n/a	Hill, Christopher (FIN); Gomez, Mariela (FIN); Torres, Maria (FIN); Arango, Andres (FIN)
Money Market Funds - Cash Management	'16 FQ1	1%	n/a	n/a	Hill, Christopher (FIN); Gomez, Mariela (FIN); Torres, Maria (FIN); Arango, Andres (FIN)
Repurchase Agreement - Cash Management	'16 FQ1	0%	n/a	n/a	Hill, Christopher (FIN); Gomez, Mariela (FIN); Torres, Maria (FIN); Arango, Andres (FIN)
Open/Closed End Funds - Cash Management	'16 FQ1	0%	n/a	n/a	Hill, Christopher (FIN); Gomez, Mariela (FIN); Torres, Maria (FIN); Arango, Andres (FIN)
Interest Bearing Deposit - Cash Management	'16 FQ1	2	n/a	n/a	Hill, Christopher (FIN); Torres, Maria (FIN); Arango, Andres (FIN)

Objective	Description						Owners
Tax Collector Distributions per Florida § 197.383	197.383. Distribution of Taxes. The Tax Collector will distribute taxes collected to each taxing authority at least four times during the first two months (Nov & Dec) and at least one time in all other months. For C & T and LBT one distribution per month for all months is required						Padron, Bianca (FIN); Telnize, Jurgen (FIN)
Measures Linked to Objective	Period	Actual	Target	Variance	Owners		
Property Tax Distributions	 Feb '16	1	1	0	Cam, Peter (FIN); Telnize, Jurgen (FIN); Salz, Marcus; Royero, Gina (FIN)		

Business Plan Report - Finance Department



Local Business Tax Distributions

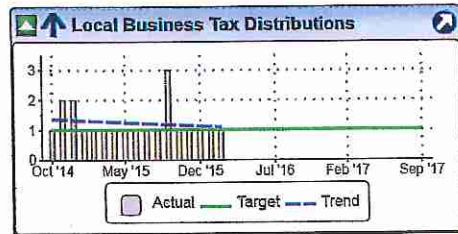


Feb '16

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1

0 Saliz, Marcus; Teintze, Jorgen (FIN);
Cam, Peter (FIN); Royero, Gina (FIN)



Convention & Tourist Tax Distributions

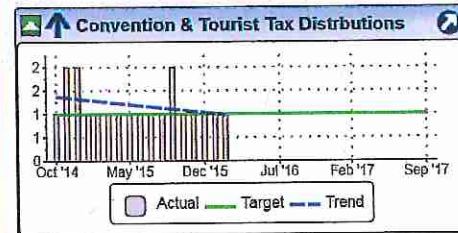


Feb '16

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0 Teintze, Jorgen (FIN); Cam, Peter (FIN);
Royero, Gina (FIN); Saliz, Marcus



Bank Interest Distributions

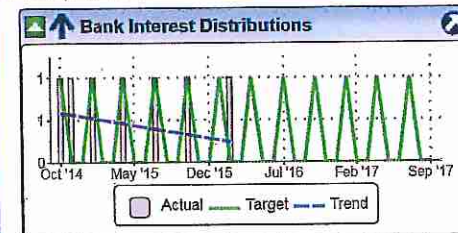


Feb '16

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1 Cam, Peter (FIN); Teintze, Jorgen (FIN);
Saliz, Marcus; Royero, Gina (FIN)



Property Tax Installment Distributions



Feb '16

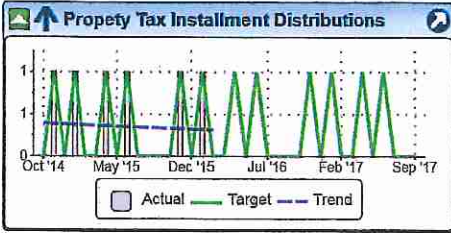
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0 Cam, Peter (FIN); Saliz, Marcus;
Royero, Gina (FIN); Teintze, Jorgen (FIN)

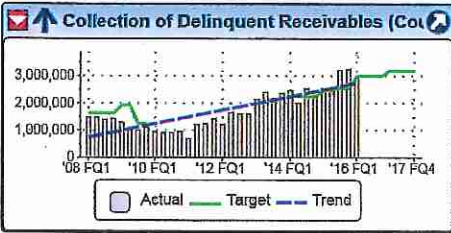
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Business Plan Report - Finance Department




Objective	Description	Owners
Improve Collections Assigned (FIN)		Padron, Blanca (FIN); Diaz, Dania (FIN)
Grandparent Objectives	Description	Owners
GG4 Effective management practices		Miami-Dade County
Parent Objectives	Description	Owners
GG4-1 Provide sound financial and risk management		Miami-Dade County

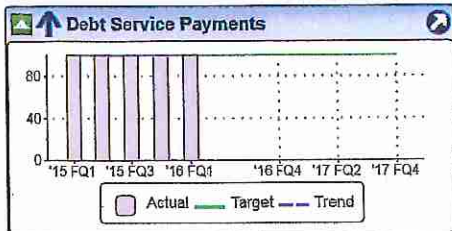
Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Collection of Delinquent Receivables (Countywide) <input checked="" type="checkbox"/>	'16 FQ1	\$2,925,220	\$2,984,625	\$-59,405	Teintze, Jorgen (FIN); Cam, Peter (FIN); Gomez, Gerardo (FIN); Mekin, Cristina (FIN); Suarez, Dennise (FIN)



Child Measures	Period	Actual	Target	Variance	Owners
Average No. of Accounts Worked Per Day Per Collector <input checked="" type="checkbox"/>	'16 FQ1	50	50	0	Mekin, Cristina (FIN); Teintze, Jorgen (FIN); Cam, Peter (FIN)

Objective	Description					Owners
Monitor Countywide Bond Ratings						Padron, Blanca (FIN); Diaz, Dania (FIN)
Measures Linked to Objective		Period	Actual	Target	Variance	Owners
Debt Service Payments		'16 FQ1	100%	100%	0%	Hinton, Frank; Wood, Ariesa (FIN)

Business Plan Report - Finance Department

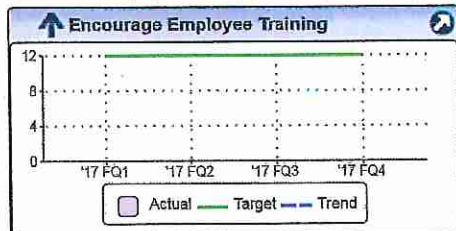


Internal

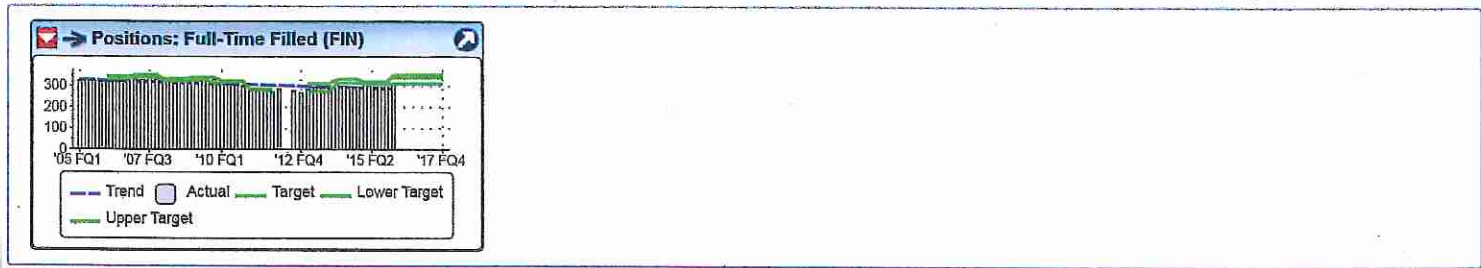
Objective	Description						Owners
Cohesive, standardized countywide financial systems and processes - Finance							Padron, Blanca (FIN); Diaz, Dania (FIN); White, Connie (FIN)
Initiatives Linked to Objective	Est. Start	Est. End	Type	As Of	%	Status	Owners
ERP Project Planning - 5 Years Project	10/1/2014	10/1/2021		7/2/2015	15%	In Progress	Padron, Blanca (FIN)
IWA - Workflow Initiative	10/1/2014	9/30/2017		2/24/2016	40%	In Progress	White, Connie (FIN)

Learning and Growth

Objective	Description						Owners
Filled/Vacancy Report - Finance							Padron, Blanca (FIN); Diaz, Dania (FIN); Finance
Grandparent Objectives	Description						Owners
GG2 Excellent, engaged workforce							Miami-Dade County
Parent Objectives	Description						Owners
GG2-1 Attract and hire new talent							Miami-Dade County
Measures Linked to Objective	Period	Actual	Target	Variance	Owners		
Encourage Employee Training	n/a	n/a	n/a	n/a	n/a Castillo, Hilda ; Delgado, Vivian (FIN); Alonso, Annette (FIN)		



Positions: Full-Time Filled (FIN)	✓	'16 FQ1	307	340 (311 - 352)	n/a	Rizzo, Madelin (FIN); Padron, Blanca (FIN)
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Part-Time Internship Participation (Various Universities) '16 FQ1 7 7 0 Alonso, Annette (FIN)

